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PERS

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170052-4

6 September 1973

MEMORANDUM FOR: Director of Personnel

SUBJECT : Proposed Changes to [redacted] Personnel
Evaluation

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REFERENCES : (a) Your memo to C/RCS dtd 27 Jul 73, same subject
(b) Memo fr IG to C/RCS dtd 30 Aug 73, same subject

1. You may recall our discussion prior to your forwarding referent (a) including the wording of directions for the evaluation of EEO performance in Fitness Reports. The proposed change in the Directions for Completing Fitness Reports was submitted as you requested; and, as far as I know, reflected your understanding of terminology agreed upon in your earlier discussion with the IG.

2. In referent (b) the IG recommends the further addition of the following statement to paragraph 20b(3) of the headquarters regulation:

Rating officials will evaluate supervisors annually on their performance in EEO areas such as identification of personnel with potential for advancement especially members of minority groups and women, maximum utilization of personnel, and participation in upward mobility programs.

3. It has been our practice not to place such specific instructions in the regulation but to include them in the Directions for Completing the Fitness Report. The Directions are referenced in the regulation and serve in effect as a condensed handbook of policy and procedural details.

4. I recommend that the IG's proposed statement not be included in the regulation but be added instead to the Directions in lieu of the proposed wording on EEO in referent (a) under "Rating of Overall Performance." If you approve, I shall so notify the Regulations Control Staff.

FOIAB3B

[redacted]
Chief, Review Staff

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The recommendation contained in paragraph 4 is approved.

[redacted]
Director of Personnel

9/11/73
Date

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ADMINISTRATIVE INTERNAL USE ONLY

SECTION A — GENERAL

The items of this section should be completed by the appropriate administrative or personnel officer. Special instructions for completing or omitting items of this part of the report should be carefully observed on Field Transmittal — Fitness Report, Form 45a.

SECTION B — QUALIFICATIONS UPDATE

Use this Section to indicate whether the employee's qualifications are updated during this reporting period, and whether they are attached.

SECTION C — PERFORMANCE EVALUATION OF SPECIFIC DUTIES AND OVERALL PERFORMANCE IN CURRENT POSITION

Rating Scale

The rating scale as set forth in this section in Forms 45, 45k, and 45m, Fitness Report, is to be used to reflect evaluation of Specific Duties and of Overall Performance. Use a single rating letter without the addition of decimals, plus or minus signs, or other modifications. In making your selection of the adjective evaluation for Section C and in completion of the narrative in Section D the following factors should be considered as appropriate:

Cost Consciousness	Mobility
Security Consciousness	Initiative
Ability to Think Clearly	Versatility
Supervisory Effectiveness	Productivity
Acceptance of Responsibility	Decisiveness
Foreign Language Competence	Resourcefulness
Effectiveness of Oral Expression	Cooperativeness
Effectiveness of Written Expression	Records Discipline

Rating of Performance of Specific Duties

In this section the supervisor will list in order of importance the most significant duties the employee has performed during the rating period. Each duty shall be described in sufficient detail to provide information which may be useful later in considering individuals for other assignments. Your evaluation should be recorded by entering the appropriate letter in the box provided for your evaluation of each duty.

Overall Performance in Current Position
sensitivity to the principles of equal employment opportunity and advancement and his adaptability in order to arrive at a rating which will reflect an employee's overall value on the job. Although promotability may be considered in the evaluation, no specific promotion recommendations will be made on Fitness Reports. (Promotion recommendations will be made in accordance with)

STATINTTEL

SECTION D — NARRATIVE COMMENTS

In this section the supervisor describes the employee's demonstrated abilities or deficiencies in the performance of his present job. Except for Career Provisional Employee as specified below, any comments concerning potential should be confined to factors related to current work requirements and within the control of the rating or reviewing officials. Full narrative comments should be made on each appropriate element. The narrative comments may include reference to a specific duty. Any weakness noted in a prior year's fitness report must be commented on in the subsequent fitness report.

Statements such as "no change from previous report" will not be used. Any relatively high or low ratings in Section C should be explained or amplified by supporting statements. In addition, the supervisor may comment here on any extenuating circumstances which might affect the productivity and effectiveness of the employee. Comment should be made on the relative performance of the person being rated with other people known to the rater doing comparable work. Manner of performance of managerial and supervisory duties and cost consciousness in the use of personnel, space, equipment, and funds must be commented on for all employees who have responsibility for managing Agency assets. These comments must include an evaluation of the employee's performance in rating subordinates. (If the employee being rated does not have such responsibilities, a statement to that effect must be included.) In evaluating managerial and supervisory effectiveness, the following factors should be considered:

Delegation of responsibility
Establishment and maintenance of clear lines of authority
Use of personnel, space, equipment, funds, etc.
Formulation and coordination of programs
Developing teamwork

In completing the ratings on Career-Provisional Employees, comment should be made on the intent, capability, and desire of the employee to fulfill the service obligations of the Career Service to which he is assigned. All reports for Career-Provisional Employees, including Reassignment and Special reports, will contain specific statements concerning (1) the employee's suitability for continued service and (2) his potential for conversion to a Career Employee. The 30-month reports will be forwarded with Form 45r containing the recommendation of the Head of the employee's Career Service as to whether he should be converted to a Career Employee.

SECTION E — CERTIFICATION AND COMMENTS

Rating officers will certify on the Fitness Report that poor performance, when it occurs, has been a subject of discussion with the employee preferably before but at least at the time of the fitness report.

Reviewing officials are responsible for assuring that all reports made by rating officials under their jurisdiction are consistent and reflect uniform standards of reporting. Through the counseling and supervision of rating officials, reviewing officials can play a major role in improving the operation of the Fitness Report program.

In addition, reviewing officials should, as a matter of practice, provide their own evaluation by positive comment on the performance of the individual being rated. If the reviewing official is in substantial disagreement with the rating official he should discuss the evaluation with the rating official and the employee. Follow-up action on the Marginal and Unsatisfactory ratings is also a reviewing official responsibility.

The person being rated may attach to his Fitness Report a memorandum containing any comment which he feels will contribute to the record of his job performance. The memorandum will be attached to the original for inclusion in the Official Personnel Folder.

When a person departs an overseas station without having been shown his Fitness Report, it is incumbent upon the Career Service to have the report shown to the individual.